

## **Executive Summary**

### **Comparison of Statewide Functions of Contract Administrator and Contract Monitor**

#### **Introduction**

In 2004 the State Auditor's Office (SAO) conducted a performance audit on the contract management practices of six large departments and institutions of higher education. In February 2005, the SAO released its findings with 14 recommendations for improving contracting practices within the State of Colorado. One of those recommendations was for the Department of Personnel and Administration (DPA) to assist departments with performance planning and evaluations for contracting staff. In response to this recommendation, DPA's Division of Human Resources (DHR) met with other departmental representatives to identify how contract monitors are utilized within individual departments. One conclusion from these discussions was that in some departments there are no clear distinctions between the roles and functions of contract monitors and administrators. In some departments, contract monitoring may not be the sole responsibility of an individual's job. Monitoring may be included with other job duties such as project management and program coordination.

In order to clarify distinctions between contract monitor and administrator functions, DHR personnel constructed job profiles for the two sets of functions. This document compares the administrator and monitor functions identified in the two profiles. Ordinarily, job profiles are constructed on jobs or positions, but in this instance, there are no classes in the state's job evaluation system that are specifically labeled contract administrator or contract monitor. Therefore, the profiles were constructed based on the functions of administration and monitoring, rather than on a specific position.

These job profiles are composed of three levels of job relevant information that graduate from specific to general. First, the most specific level of a job profile is comprised of statements that reflect knowledge, skills, abilities, behaviors, experiences, personality factors and other components that are related to the job function. The second level is comprised of competencies that are combinations of the components identified at the first level. For example, similar pieces of information from interviews and documents are aggregated together into one competency. In the third level, similar competencies are grouped together into categories of competencies that comprise the most general level of a job profile.

For comparison purposes, the two sets of functions were grouped into the following four major categories: Operations Management, Technical, Decision Making and Organizing, and Interpersonal Skills and Communication. The four categories were the same across both sets of functions, and subject matter experts (SME's) rated the priorities of the categories the same across administration and monitoring functions (see Table 1). Operations Management was rated the highest priority in both sets of functions.

<b>Table 1 Categories of Functions</b>		
<b>Priority</b>	<b>Administrator</b>	<b>Monitor</b>
1	Operations Management	Operations Management
2	Technical	Technical
3	Decision Making & Organizing	Decision Making & Organizing
4	Interpersonal Skills & Communication	Interpersonal Skills & Communication

Analyses of the competencies within categories are listed below (see Table 2).

#### Operations Management

In the Operations Management category, the Planning topic area is present in the administration prioritized competency list, but is absent in the monitor list. The Financial Management topic area is present in monitoring, but is absent in administration. Project Management is the first prioritized competency in administration, but is fourth in monitoring. Client Orientation is the first prioritized competency in monitoring, but is third in administration. In both prioritized lists of competencies, Internal and External Awareness are relatively low compared to the other competencies.

#### Technical

In the Technical category, the top three competencies and their orders are the same for the administration and monitoring prioritized lists. The Technical Systems topic area is present in the monitoring list, but is absent in the administration list.

#### Decision Making and Organizing

In the Decision Making and Organizing category, there is one more competency in the monitoring prioritized topic area list than in the administration list. Leadership is present in the monitoring list, but is absent in the administration list. Evaluating is the first competency in the monitoring list and last on the administration list, while Problem Solving is first in the administration list. Decisiveness is second on both lists, while Creative Thinking is relatively low on both lists compared to the other competencies.

#### Interpersonal Skills and Communication

In the Interpersonal Skills and Communication category, there is one more competency in the administration prioritized competency list than in the monitoring list. Training is present in the administration list, but absent in the monitoring list. Influencing/negotiating is the first top competency on both prioritized lists. Collaboration and Oral Communication are second and third, respectively, in the administration list; the order for these two competencies is reversed for the monitoring list. The competency of Personality Factors is relatively low on the prioritized list for administration and monitoring. Written Communication is a higher prioritized competency in administration than monitoring. Reading Comprehension is a higher prioritized competency in monitoring than in administration.

**Table 2. Category and competency prioritizations for contract administration and monitoring functions.**

<b>Administration Category Prioritization</b>		
<b>Category</b>	<b>Description</b> <b>The category contains the following competencies:</b>	<b>Priority*</b> (avg score)
Operations Management	Project management, contract management, client orientation, planning, external awareness, internal awareness	1 (2.1)
Technical	Contract laws, statutes, policies, and rules, technical competence, personnel laws, rules, and regulations	2 (2.3)
Decision Making & Organizing	Problem solving, decisiveness, analyzing, internal controls/integrity, self-direction, flexibility, creative thinking, evaluating	3 (2.4)
Interpersonal Skills & Communication	Influencing/negotiating, collaboration, oral communication, written communication, interpersonal skills, conflict management, reading comprehension, personality factors, training	4 (3.1)
<b>Monitoring Category Prioritization</b>		
<b>Category</b>	<b>Description</b> <b>The category contains the following competencies:</b>	<b>Priority*</b> (avg score)
Operations Management	Client orientation, financial management, contract management, project management, internal awareness, external awareness	1 (2.0)
Technical	Contract laws, statutes, policies, and rules, technical competence, personnel laws, rules, and regulations, technical systems	2 (2.1)
Decision Making & Organizing	Evaluating, decisiveness, flexibility, leadership, internal controls/integrity, analyzing, problem solving, self-direction, creative thinking	3 (2.8)
Interpersonal Skills & Communication	Influencing/negotiating, oral communication, collaboration, reading comprehension, interpersonal skills, conflict management, written communication, personality factors	4 (3.1)

\* The top number in the cell represents the ranking. The bottom number in parenthesis in the cell represents the average ranking score given by the raters.